

Module 4

Developing

CHRM Life Cycle



Learning Objectives

After completion of this module, participants will be able to:

1. Determine employees' training needs and identify sources to meet those needs
2. Review and approve employee training requests in accordance with established rules and regulations
3. Describe the purpose of the Civilian Education System (CES)
4. Describe some benefits of having a Mentoring Program at work.



Methods of Training

- ☐ On-the-Job Training (OJT)
- ☐ Professional Development
- ☐ Classroom Training
- ☐ Rotational Assignments
- ☐ Special Projects
- ☐ Distance Learning (VTT, web-based, correspondence, Defense Connect Online (DCO) etc.)



Purpose of Training

- ❑ To improve individual performance
- ❑ To improve organizational performance
- ❑ To assist in achieving the organization's mission and performance goals



Why Do We Train?

- Develop Employees
- Improve Performance / Evaluate
- Assign Training Coordinator
- Delegate Training Authority Down
- Identify & Close Competency Gaps

**Update: 5 CFR Parts 410 and 412, Dec 10, 2009
Implementation of training and development requirements
contained in the Federal Workforce Flexibility Act**

Sources of Training

- ❑ Government

- ✓ DoD / Army
- ✓ Command / Installation

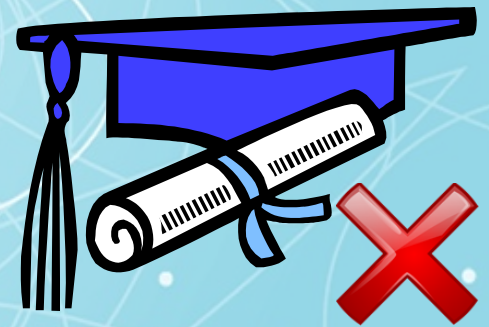
- ❑ Non-Government

- ✓ Professional Development Organizations
- ✓ Private Sector Training Vendors
- ✓ Colleges / Universities



Unauthorized Purposes of Training

- ☐ Reward
- ☐ When it violates merit principles
- ☐ Academic Degree attainment unless program supported and approved by the proper authority (currently – ASA (M&RA))
- ☐ Approved after start date



Regulations & Policy

- ❑ Title 5, USC, Chapter 41
- ❑ CFR 5, Part 410, Training
- ❑ AR 350-1
- ❑ OPM Training Policy Handbook
- ❑ PERMISS / DA Policy Memorandums
- ❑ Applicable Union Agreements
- ❑ Local Training Policy Statement



Career Programs

Army Civilian Training, Education and Development System (ACTEDS) Training Plans

Key features

- ☐ Master Intern Training Plans
- ☐ Required and Recommended Training

<http://cpol.army.mil/library/train/acteds/>



Exercise 1: Stakeholders Responsibilities

- ❑ Supervisor
- ❑ Employee
- ❑ CPAC / Regional HRD



Training Plans

- ❑ Individual Development Plans (IDPs) should be developed for:
 - ✓ Interns
 - ✓ Trainees (developmental positions other than Intern)
 - ✓ Veterans Recruitment Appointment (VRA) positions



Assessing Organizational Training Needs

Consider:

Your organization's strategic plan

New policies & regulations

New equipment

Organization structure changes

Mission changes

Personnel losses

Required Training (Computer Security, Ethics, POSH)

Registering & Approving Training

Use online systems where available

- CHRTAS – updates DCPDS upon completion and records the training in CPOL Portal
- ATRRS (Army Training Requirements & Resources Sys)

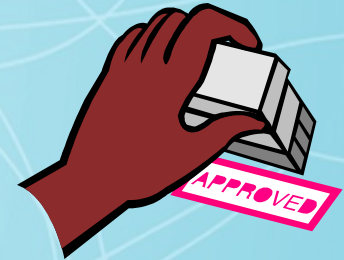
For any training with a funding obligation, use form SF 182 or an electronic system that handles funding requirements

- TEDS (Total Employee Development - AMC)
- CEFMS (Corps of Engineers Financial Management Sys)

All training must be updated in DCPDS upon completion to document employee records & to meet OPM and OMB reporting requirements

Approval Considerations

- ☐ Is the training appropriate and mission related?
- ☐ Are funds available?
- ☐ Is it practical?
 - ✓ Location, Length, Timing
- ☐ Does it require competitive selection?
- ☐ Does it require HQDA approval?
- ☐ Is there a more effective/efficient way to provide the training?
- ☐ Is training longer than 80 hours in length? If yes, a Continued Serviced Agreement is required.



Supervisor's Role in Transfer of Training

- ❑ Provide reinforcement of completed training
- ❑ Encourage the utilization of acquired skills in the work environment
- ❑ Provide a supportive organizational culture of continuous improvement through training and education



Exercise 2: Assessing Training Needs


Turn to Exercise 2 in your Binder

- Part A: Training Assessment Exercise
- Part B: Briefing on how to determine if training is the answer to a personnel problem



Army Working Toward a First-Class Civilian Education System

The Army's Training and Doctrine Command (TRADOC) developed a progressive and sequential leader development system called the Civilian Education System (CES).

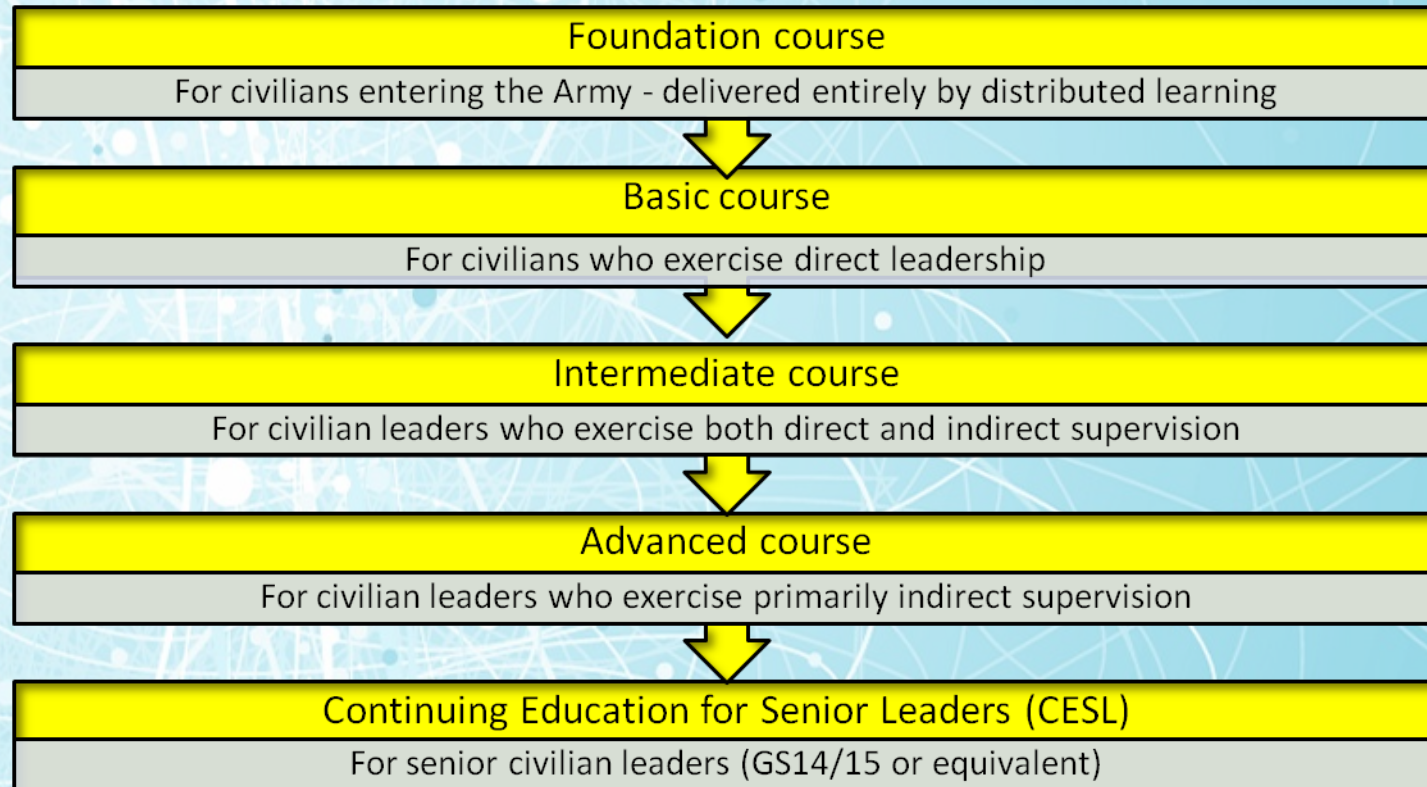


CES provides enhanced leader development and education opportunities for Army civilians.

Supervisor Training Progression

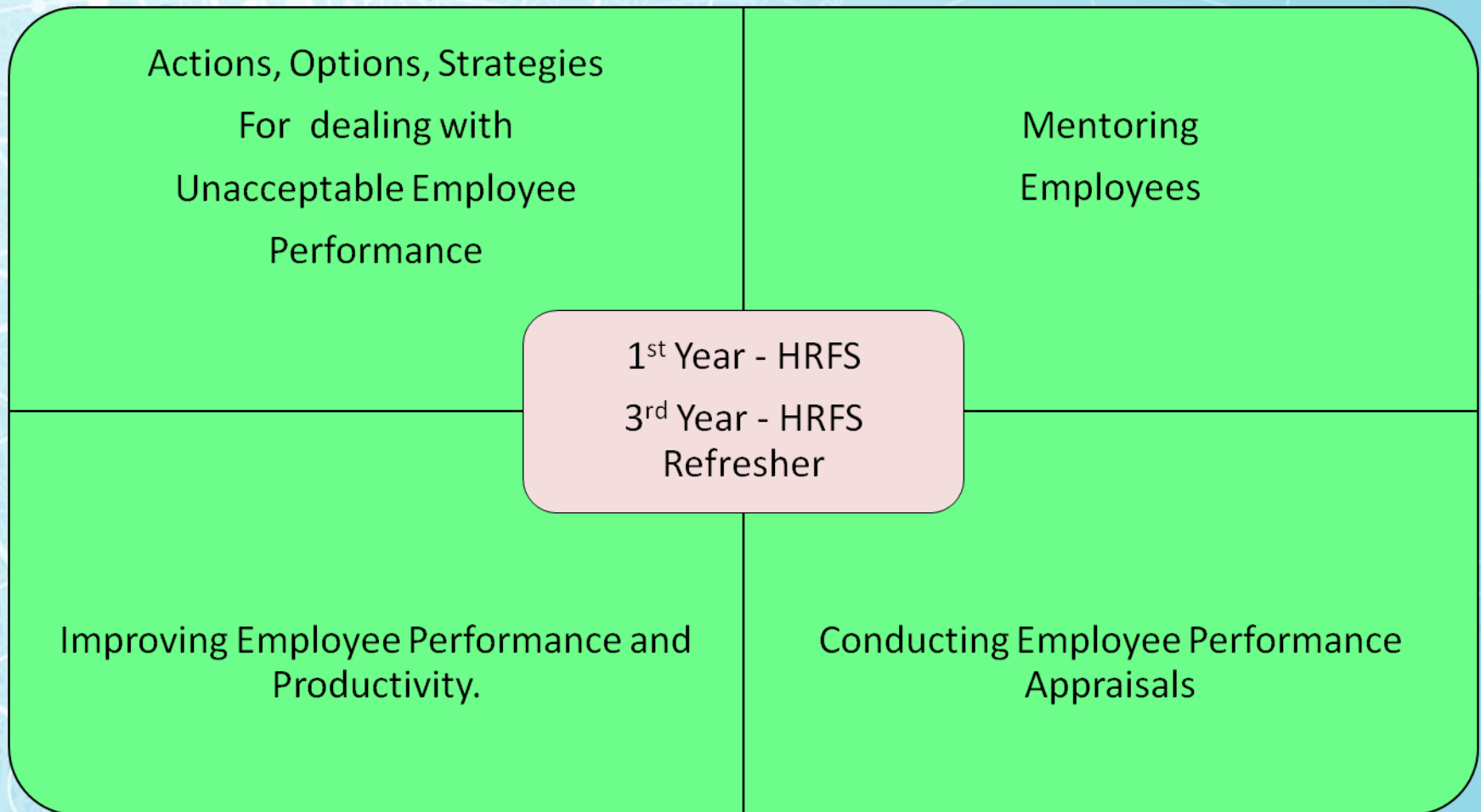


Civilian Education System (CES)



CES Registration: <https://www.atrrs.army.mil/channels/chrtas/default.asp>
Supervisor Development, Manager Development, or Action Officer
Development Courses – <http://www.train.army.mil>

HR Supervisor Training Required

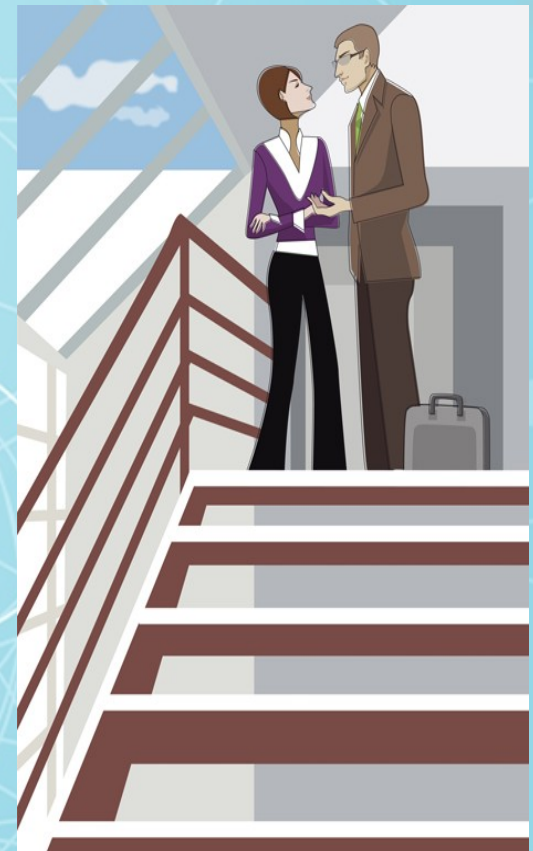


MENTORING



MENTORING – WHY DO WE CARE?

- Required by the 2010 National Defense Authorization Act
- Characteristic of good leadership
- Facilitates closing competency gaps
- Evidence of a caring employer and good for the organization



ORIGIN/HISTORY LESSON



MENTORSHIP/MENTORING DEFINED

- Mentor
 - Close, trusted & experienced, counselor or guide.
 - Further defined as teacher, tutor, & coach
- Mentorship
 - Voluntary developmental relationship
 - Exists between a person of greater experience & one of lesser experience
 - Characterized by mutual trust and respect

TYPES OF MENTORING

➤ Traditional Mentoring
(Informal)



➤ Planned Mentoring (Formal)



EFFECTIVENESS OF A MENTORING PROGRAM

- Respect
- Trust & Loyalty
- Communication
- Availability
- Responsibility
- Time



SOME BENEFITS OF MENTORING

➤ MENTOR

- Renews their enthusiasm for the role of expert
- Enhances skills in coaching, counseling listening and modeling
- Increase generational awareness

➤ PROTÉGÉ

- Furthers development as a professional
- Gains some career development opportunities
- Demonstrates strengths and explores potential

LEARN MORE ABOUT MENTORING PROGRAMS

Army G-1 Resources, Mentorship

<http://www.armyg1.army.mil/civilians.asp>

DA PAM 690-46, Mentoring For Civilian
Members Of The Force

http://www.apd.army.mil/series_range_pubs.asp

QUALITY MENTORSHIP PROGRAMS

- ❑ Teach new employees of today to be the leaders of tomorrow
- ❑ Build a trust and confidence in personnel at all levels



Review

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